Region IV Workforce Board, Inc.
Workforce Investment Plan

PY2006 and PY2007

Issued February 2007

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Introductions

Optional Introductory Section (should be kept brief 1-2 pages, maximum)

No Introductory Section is provided.

Section 1 – Mission Statement and Strategic Plans

This section requires the RWB to publish its mission statement, vision and associated goals. This should incorporate the Governor's and IDWD's vision for workforce development in Indiana at the RWB level. The board may also wish to address its core values, specific outcomes and key strategies. Specific performance goals should be annotated in this section as an attachment. These specific goals should include federal, state and economic growth region (EGR) goals.

This section of the plan should build on the Strategic Skills Initiative, the Accelerating Growth, Indiana's Economic Development Plan and other economic and workforce research and planning. The focus should be on targeted skill upgrades for the areas workforce.

Mission Statement

The Region IV Workforce Board will have national recognition as innovative problem solvers and will set strategies to transform our region by engaging our citizenry, incubating new business enterprises, and fostering the entrepreneurial spirit to revitalize our economy. This board will promote lifelong learning as a means to not only achieve economic success, but also increase appreciation for our culture, engage a diverse population, and be stewards of our environment.

Vision Statement

The Region IV Workforce Board will henceforth come to be known as the Alliance "4" Advancement to reflect the fact that we are more than just a board. We are unrelenting builders of options to develop skills and knowledge of diverse peoples, firms, and future entrepreneurs. We envision a region where skills and knowledge are highly valued as pathways to personal wealth as well as to unite regional economic growth. We envision a region where family values and quality of life are key parts of the fabric of our community. Our region will be known for its innovation, will be a national model for workforce development, and will be bursting with opportunity that will catalyze and transform our region's economy.

Goals

1) **Education: Prepare the emerging workforce (in-school and out-of-school youth) for high skill, high pay occupations in local demand.**

- Sponsor economically disadvantaged high school seniors in career exploration and development programs that support their transition to post secondary education and employment.
- Sponsor economically disadvantaged out-of-school youth in occupational readiness classroom training and internships.
- Expand the WorkKeys and WorkEthic certification programs among regional secondary schools.
- Promote the awareness of career opportunities and pathways in manufacturing through the establishment of a Manufacturing Career Awareness Council, an Image Campaign, and a Careers in Manufacturing regional website for students, parents, and teachers.

2) **Economic Development:** Align workforce development and education and training institution investments with local economic development investments.

- Launch the Enhanced Business Services Initiative through which regional workforce development Business Consultants will be assigned to work with local economic developers to augment their business retention, expansion, and attraction efforts.
- Establish REACH (Regional Employment & Assessment Center for Hiring) Centers in EGR4's two urban areas that provide enhanced screening, assessment, and referral services to high growth, high pay employers.
- Develop EGR4's "Smart Application" and "Skills Bank" best practices, taking them to scale and promoting their replication statewide and throughout the Great Lakes region.

3) **Talent Growth and Retention:** Develop the incumbent workforce and retain the region's skilled workers.

- Develop a Lifelong Learning Institute System and Employers Network that will establish EGR4 as a Continuous Learning Community.
- Advance incumbent worker training that leads to Manufacturing Skills Standard Council certification.
- Bring to scale the EGR4 Business & Professional Exchange initiative that retains unemployed executives, managers, and technicians.
- Institute the use of Career Advancement Accounts to increase the enrollment of workers in manufacturing technology education.
- Research, identify, and implement best practices that address the "reluctant learner" phenomenon associated with dislocated auto workers.

Finances
- What are your primary funding streams including sources with dollar amounts?

The primary source of funding for Region IV is the Workforce Investment Act which is $4,894,975 for PY'06. The following funds have been granted for PY'06: Strategic Skills Initiative, $192,316; Disability Navigation, $77,661 and Tier 1 Dislocated Worker (Chrysler Project), $375,000.

Region IV is also involved with the WIRED Project and expects to have in excess of $500,000 available for various projects within the Region.

- What are your financial obligations for each of the two program years? Estimates for funding and obligations should be used for PY2007.

  Current year funding is obligated 100%. The RWB and Tecumseh Area Partnership, Inc. entered into a contract for Regional Operator/Fiscal Agent services. TAP is responsible for procurement of the Service Providers. Region 4 services are delivered by two service providers providing WIA Adult, Youth and Dislocated Worker services. A Dislocated Worker Center has been established in Kokomo. A regional enhanced employer services center (REACH) has been established in Lafayette.

  As PY'07 Funding becomes available it will be obligated in the same manner.

- What percent of your WIA funding is used for administration in contrast to program, for overhead[1] in contrast to service delivery, and for tier of services (core, intensive & training)?

  As required by the Workforce Investment Act, program limitations are a maximum of 10% of the funds are expended on administration with the remaining 90% expended on program.

  Currently, all overhead costs run at less than 35% in contrast to 65% for service delivery. If we analyze expenditures at December 2006, the following percentages apply: Core-25% Intensive-26% Training 49%

- What actions are being taken to reduce administration and overhead costs and to increase funding spent on training?

  In Region IV, traditionally administration and overhead costs have been held to a minimum amount in order to place the emphasis on training.

- Describe the competitive process used to award grants and contracts for activities carried out under WIA.

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[1] Overhead includes all costs that are not services delivery which is strictly limited to direct service costs for clients such as training, workshops, supportive services, etc. and front line staff costs including front line supervisor costs.

TAP, Inc. will prepare and release a Request for Proposal, on behalf of the Region IV Workforce Board, that describes the services to be delivered in the Region. A Mandatory Bidder's Conference will be held. Proposals will be accepted, read and rated. A recommendation for funding the selected service provider(s) will be prepared and presented the Region IV Workforce Board for review and approval.

Strategic Service Delivery

- How is the RWB addressing the needs for service delivery in a cost effective manner?

  The service providers are required to submit line item budgets for review and approval, with the expectation that a minimum of 40% of the funds will be expended on training activities. Expenditures are reviewed on a monthly basis to ensure that expenditures are reasonable, necessary and cost effective.

- With the reduction of unemployment insurance staff in the WorkOne centers and the upcoming focus on self-service systems for both labor exchange and unemployment insurance, how does the RWB propose to adjust their service delivery strategy to meet the needs of the EGR in a cost-effective manner?

  The RWB has proposed the sale of the Lafayette and Kokomo WorkOne state-owned buildings to re-locate in more cost-effective sites throughout the region.

- Has a strategy been developed to identify strategic partners for collocation and collaboration in the WorkOne? If so, describe the strategy.

  The ideal means for ensuring the provision of seamless services among mandatory and voluntary partners in the regional WorkOne system is the collocation of partners. TAP will work with DWD to leave the state owned WorkOne Center facilities in Kokomo and Lafayette in order to accommodate the collocation of WorkOne partner organizations. An assessment of the levels of integration has begun and we will proceed in an aggressive timeline to move forward. These discussions will continue to ascertain the most customer (job seeker and business) effective system. We are investigating a more integrated approach in all counties versus only integration in 'big box' centers in Kokomo and Lafayette.

- Who are those partners?

  Using partial, part-time, or full-time collocation models we have successfully partnered and provided services to seasonal migrant farm worker, older worker, Job Corps, WIA, and Vocational Rehabilitation program participants. Trade Adjustment, Veterans, and Wagner-Peyser Employment Services are fully collocated at the regional WorkOne Centers.

This component will be maintained and expanded to involve representation from Ivy Tech or other regional providers of Educational Opportunities Center programs, Adult Basic Education programs, and Department of Family & Children TANF and Food Stamp employment programs.

- What is the service integration strategy for increasing the integration of all WorkOne services within the restrictions that are set forth by federal and state law/policy?

The Service Integration strategy under development is to establish a common customer flow with services based on a model that ensures all customers have the opportunity to identify their skills, a chance to improve their skills and a chance to find the best job possible with their skills. This will be based upon a demand side model of finding quality workers for business. We will develop functional (not program) work teams to implement the service flow, reduce duplication, increase collaboration and use resource effectively. A unified functional management/guidance team comprised of local/state managers jointly funded will be implemented to further emphasize an integrated system organized around service functions and the traditional programs structure.

We will seek to use funding streams to create tools to 'mix and match' for helping customers meet their needs rather than create silo funded programs to serve targeted groups.

- How does this include the use of systems such as TrackOne and other tools that enhance the ability to integrate service delivery?

A common data entry/collection system such as TrackOne and the implementation of Common Measures are critical to the success of an integrated service delivery system. Performance measures have always driven departments and employees. Common performance measures open the way for functional work teams to be effective in working together in the pursuit of common goals.

- How is the RWB integrating the Strategic Skills Initiative (SSI) into WIA service delivery and operations? How will the RWB continue the SSI without the additional SSI funding?

The RWB has aligned the investment of formula-allocated WIA funds, as well as WIRED funds, to support the strategies that arose from SSI. In a very real sense SSI has served to define the RWB's role in building the regional economy and in achieving proper alignment with its economic development and education and training partners.

Through providing some services for a fee, brokering other services, reprogramming the use of WIA funding, and cooperating with Indiana

Workforce Development in the innovative use of Wagner-Peyser and other state controlled funding streams, the RWB is confident that all SSI-funded activities and services can be sustained.

- What strategies are being developed to support the three Pro Talent objectives described in "Accelerating Growth - Indiana's Strategic Economic Development Plan?"

Pro Talent Objective 1: Existing Workforce

The RWB co-convenes EGR4's Regional Coordinating Council for Adult Basic Education, including school corporation-based and community college-based ABE service providers. This forms an important connection between workforce literacy, basic skills training, and the RWB's Talent Growth and Retention goals described in Section 1.

Pro Talent Objective 2: Emerging Workforce

The RWB's Education goals described in Section 1 are specifically directed toward supporting the education and training of the emerging workforce in alignment with industry-demanded skills and competencies.

Pro Talent Objective 3: Engaged Workforce

The RWB's Talent Growth and Retention goals described in Section 1 refer to the Business & Professional Exchange (BPE) initiative that not only uses a networking model to retain talented professionals, but also to attract them from outside the region. BPE has collaborated with Purdue University to co-host two *Connecting Indiana* Job Fairs targeted to Purdue alumni who are interested in returning to Indiana and are looking for a way to reconnect. The RWB's vision to help establish EGR4 as a Continuous Learning Community through the Lifelong Learning Institute System will attract returning Hoosiers by presenting them (and their families) with a well integrated, educationally progressive environment in which to live and work.

- What is the RWB's continuous improvement strategy?

The RWB has established a Quality Team Committee. The goal of the committee is to create a WorkOne System with increased accessibility, wider array of service offerings to job seekers and employer, and to serve as quality assurance agents.

- How is continuous improvement being used to address quality staffing, service delivery integration and improved performance?

The Quality Team has set indicators of critical success to measure the system. These include:

- Set standards for the one stop delivery system that 'raises the bar'
- Establish measures beyond individual program and beyond federal requirements.
- One-stops will be chartered for quality – service standards will be developed.
- Minimum continuing education standards will be set for staff
- There will be an increase in industry participation
- There will be an increase in the award of industry recognized credentials
- There will be an increase in educational/skill attainment

WorkOne Marketing
- How is the RWB promoting the WorkOne system?

Ensuring continuity and quality of programs and customer services among all full-service sites and express locations in Region IV is the RWB's first step in promoting the WorkOne system. The RWB is also striving to develop a unified brand image among customer populations including employers/business leaders, residents/labor pool, and organizations/one-stop partners.

- What marketing strategy exists, not only to promote the WorkOne system, but also to increase communication between all parties including elected officials, RWB members, partners, employers, and the public?

Communication among shareholders within the Region IV WorkOne system includes regularly scheduled open board meetings followed by comprehensive minutes and notes of the business conducted. RWB members and constituents participated in a two-day retreat early in their appointments. Its purpose was to establish a foundation of effective communication and strategies for implementation of a Workforce Investment Plan in alignment with DWD goals for Indiana. Monthly meetings among local economic development organizations in the region are occurring. The meetings are facilitated through the WIRED (Workforce Innovation in Region Economic Development) initiative and have increased WorkOne system marketing and communication within this specific population. Releases to traditional media outlets related to the WorkOne system's services and accomplishments for employers and workforce in the region will be a primary strategy of the RWB.

- How is the RWB's website used to promote the WorkOne system and increased communication?

Website development for the RWB is in its infancy. The RWB website will provide the Board's vision and mission as well as specific information on the Board members and officers, the board minutes, committee reports etc.
The site will provide information of Regional initiatives, economic and workforce development information, current labor marker information, links to DWD sites and specific WorkOne locations, as well as other valuable opportunities for interaction.

SWOT (Strengths, Weaknesses. Opportunities and Threats) Analysis
▪ What are the EGR strengths, weaknesses, opportunities and threats?

At a board retreat in September, 2006, the board completed a SWOT review for the region and the Board.

Regional <u>strengths</u> included:
- Available workforce
- Education
- Strong manufacturing base
- Post secondary education access
- Expansion of Ivy Tech
- Baby boomer work ethic
- SSI
- WIRED
- Geographic location
- Affordable housing
- Agribusiness opportunities
- High skills
- Community Values

Regional <u>weaknesses</u> included:
- High healthcare costs
- Weak work ethic
- Failure to think globally
- Not marketing our strengths
- Complacency
- Failure to think broadly
- Educational attainment
- Limited use of talent
- Graduation rate
- Quality of life

Regional <u>opportunities</u> included:
- Leveraging funds from WIRED
- Leverage of growth opportunities across the region
- Regional thinking/regionalism
- Many associate degreed individuals
- Finding dollars for education
- Educational institutions
- Moving from local to regional economic development
- Developing trust
- Fostering STEM education

Regional <u>threats</u> included:
- Negative communications regarding layoffs and relocations
- Value placed on education
- CHANGE
- Regionalism
- Complacency
- Know that our competition is united and aggressive
- Resting on our laurels
- Corporate headquarters leaving

| - Lack of understanding of the global economy | - SIA disruption to economy if it downsizes |

- How will the RWB use the strengths and opportunities to the advantage of the WorkOne system?

The strengths and opportunities of the completed SWOT have been examined by RWB to determine the objectives in utilizing these attributes. Plans are underway to meet the objectives. Finally, an action program with specific steps, responsibilities and timelines for the RWB has been developed to implement the previously identified objectives. Specifically, the RWB has identified "education" as a defining issue within the region. Education in one form or another was included in Strengths, Opportunities, Weaknesses and Threats of the SWOT Analysis. The SWOT analysis helped us identify the most beneficial targets and strategies to pursue right now based on our current situation, and to identify strategies that will help us prepare for the future.

- How will the RWB address the weaknesses and threats in order to minimize any adverse affect on the WorkOne system?

By understanding the weaknesses of our region, we can manage and eliminate threats that would otherwise catch us unaware. As the RWB eliminates the weaknesses and turns them into strengths, or develops defensive strategies to reduce the likelihood or severity of the threat we mitigate and avoid threats that could result from weaknesses.

Grant Opportunities
- What grants or types of grants does the RWB plans to pursue? Include descriptions of the services available under the grants and how the grants fit into the RWB's strategic plans.

The RWB has specifically addressed pursuit of funding that will leverage seed money to support the mission of the Board. The mission stresses "incubating new business enterprises...fostering entrepreneurial spirit" as well as promoting "lifelong learning as a means to not only achieve economic success, but also increase appreciation for our culture, engage a diverse population, and be stewards of our environment." Funding opportunities that focus on theses objectives are being sought from public and private sources.

- What strategies are in place to promote grant opportunities to employers? Please specify any specific grant opportunities that are being promoted to employers.

TAP, Inc., the RO, now has a staff member who has considerable experience in research and development of grant funding opportunities. Grant opportunities will be promoted through e-mails, website links, newsletters and media releases. Future

strategies include the potential for assistance in development of RFP responses through the TAP staff. Currently, the specific grant opportunities being promoted to employers include Training Acceleration Grant (TAG), WorkKeys Profiling grants, and Skills Enhancement Fund (SEF), as well as programs and funding offered through the Indiana Economic Development Corporation.

Section 2 – Labor Market Information and Demographics

Much of the information for this section of the local plan should be available based on the Strategic Skills Initiative. The Labor Market Information and Demographics should present a vivid picture of the area's workforce and workforce needs. It should be the basis for both the strategic and operational plans.

Workforce Statistics
- What does the current workforce look like statistically? This should include data on both the workforce and the job seekers.

The total labor force of the region in 2005 was 241,605 and grew to 244,781 in 2006 or around 1.3%. Only the counties of Clinton, Fountain, Howard, Montgomery, Tipton, Warren and White expect to see modest growth to their labor force. The 2005 unemployment rate for the region was 5.4%, the same as the 5.4% Indiana rate and slightly higher than the 5.1% US rate. The most recent unemployment rate released for December 2006 indicates that the regional unemployment rate has decreased to 4.5%, with Indiana at 4.7% and the national rate at 4.6%. The December 2006 unemployment rate for Howard County was 5.6%, compared to the Tippecanoe County unemployment rate at 3.7%.

There are approximately 9,550 establishments in EGR4 with 195,706 jobs within those establishments. The average monthly earning is $691 weekly with the top three earnings being in: Utilities $1270 weekly, Manufacturing $1037 weekly and Mgmt. of Companies and Enterprises $1028 weekly.

- What are the workforce needs for the area's employers (current and future)?

From the Strategic Skills Initiative, three root causes for the key occupational shortages were determined. They are:
1. Low awareness of career opportunities in manufacturing. Manufacturing trades are not promoted in the home or school.
2. Employer screening and assessment capabilities are limited and less effective than desired. Manufacturing HR departments spend an average of five weeks filling skilled positions.
3. Misalignment of secondary/port-secondary education/training with student/employer needs. There is a limited available skill pool due to current perceptions of the manufacturing industry.

- How are those employer needs for skilled employees going to be met? Include strategies for upgrading current worker skills and for finding and preparing new workers.

1. **Enhancing regional collaboration across education, industry and workforce professionals to address the lack of awareness of career opportunities and pathways in manufacturing.**
2. **Providing a regional repository for information related to manufacturing career and activities/events supporting manufacturing careers.**
3. **Develop and implement an image campaign for the region's manufacturing industry.**
4. **Hire or contract four Human Resource Consultants for a three-year period to team with the Local Economic Development counterparts in order to conduct business retention and expansion surveys using Executive Pulse system.**
5. **Estabish a Regional Employment and Assessment Center for Hiring.**
6. **Initiate and support a Technical Middle College.**
7. **Introduce a SKILL-Manufacturing Achievement Program (SKILL-MAP).**

- What are the EGR's current and projected employment opportunities?

In EGR4, the largest clusters in terms of employment are the Advanced Manufacturing (37,390 jobs), Biomedical/Biotechnical (21,104 jobs), Educational Services (11,947 jobs) and Agribusiness, Food Processing and Technology clusters (11,043). The chart below dramatically demonstrates the continuing importance of the Advanced Manufacturing cluster to the regional economy, with total annual wage earnings over three times greater than the next largest cluster (Biomedical/Biotechnical).

Total Annual Wages and Employment by Cluster in E GR4, 2004
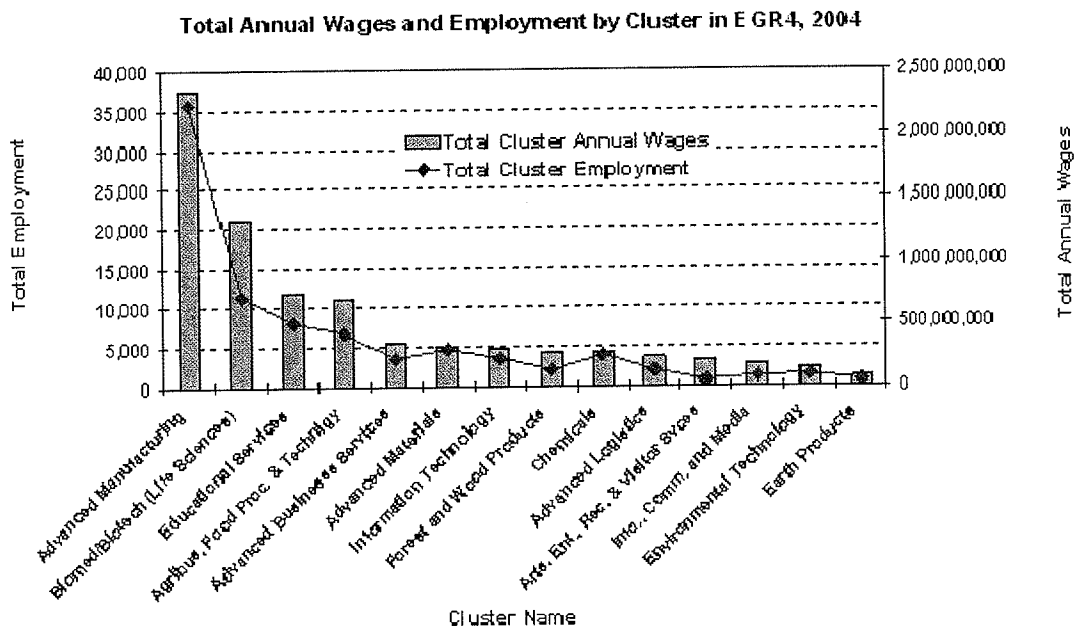
Prepared by Purdue Center for Regional Development using ES202 data provided by IBRC September, 2005

The overview of the occupational composition in EGR 4 indicates a very small growth from the base year of 2002 to the projected year of 2012. The base year employment in 2002 was 212,580. The projected year employment for 2012 is 216,200. It is anticipated that the total openings in this period due to growth will be 11,980 and openings due to replacement will be 52,600.

Occupations that are growing in the region include farming, fishing, and forestry; healthcare support; personal care and service occupations; healthcare practitioners and technical occupations; social services occupations; sales; education; protective services; and food preparation and serving related occupations. While these are important occupations for the region, many of the occupations that are growing in EGR 4 are considered to be occupations that do not pay a self-sufficient wage. For example, the 2005 edition of the *Self-Sufficiency Standard for Indiana: Where Economic Independence Begins* states that a family of two adults plus preschooler and school age child residing in Howard County would need a combined annual income of $40,460 to be self-sufficient. The same family would need $39,480 to be considered self-sufficient in Tippecanoe County. A self-sufficient wage is defined *as how much income is needed for a family of a certain composition in a given place to adequately meet their basic needs*- without public or private assistance. The annual household income in EGR 4 is $41,414.

- What are the EGR's high-demand, high-wage occupations (should come from Strategic Skills Initiative)? This must include a demand occupation list.

Following are the key Occupations/Occupation Groups (based on top 5 shortage projections):

Material Recording, Scheduling, Dispatching & Distributing Workers: Coordinate and expedite flow of work and materials within or between departments of an establishment according to production schedules. Duties include reviewing and distributing production, work, and shipment schedules.

Supervisors of Installation, Maintenance and Repair Workers: Supervise and coordinate the activities of mechanics, installers and repairers.

Supervisors Production and Operating Workers: Supervises and coordinates the activities of production and operating workers such as inspectors, precision workers, machine setters and operators, assemblers, fabricators and plant and system operators.

Material Moving Workers: Control or tend conveyors or conveyor systems that move materials or products to and from stockpiles, processing stations, depts. or vehicles.

Net Calculation Table (top 5 shortages) – Includes Demand, Supply & Migration

Occupation	Shortage Projection 2005 - 2007
Metal & Plastic Workers	660
Material Moving Workers	440
Material Recording, Scheduling, Dispatching & Distributing Workers	270
Other Maintenance and Repair Workers	220
Supervisors, Production and Operating Workers	40

The EGR4 Demand & Growth Occupations list is included as Attachment D.

- What are the job skills necessary to obtain the employment opportunities especially high demand, high wage opportunities?

Overlapping Critical Skills for Key Occupations

Foundation Skills	Problem-Solving Skills	Occupation Specific Skills
Reading/Written comprehension	Decision Making	Equipment Maintenance
Evaluating Information	Problem Sensitivity	Equipment Selection
Documenting Information	Deductive Reasoning	Repairing
Communication	Negotiation	Troubleshooting
Information Ordering	Complex Problem Solving	Quality Control
Math	Judgment	Control Precision
Writing	Systems Analysis	Operational Control
Active Listening	Critical Thinking	Management of Resources
	Coordination	Installation
		Visualization

(Since Region 4 focused on occupational groupings, rather than specific occupations, direct linkages to skills are problematic)

Skills in demand for EGR 4 as reported by Indiana Department of Workforce
Development – Research and analysis include:

- ✓ Follow detailed instructions
- ✓ Apply good listening skills
- ✓ Work as a team member
- ✓ Maintain safe work environment
- ✓ Manage time effectively
- ✓ Exercise leadership
- ✓ Follow and give instructions
- ✓ Adhere to safety procedures
- ✓ Serve customers/clients
- ✓ Make decisions
- ✓ Receive payments and make change

- ✓ Organize and work with detailed office or warehouse records
- ✓ Apply health/sanitation standards
- ✓ Use computer
- ✓ Use sales techniques
- ✓ Apply patient care procedures
- ✓ Follow customer instructions
- ✓ Keep record and maintain files
- ✓ Apply sanitation practices to health care
- ✓ Understand and use medical terminology

- What is the educational attainment for the populous, including secondary and postsecondary education in the area/region and current high school graduation rates?

The high school graduation rates for EGR 4 are higher than the state and national rate. According to the 2000 Census, 84.15% of the regional population had a high school diploma. 82.1% of the Indiana population has a high school diploma and 80.4% of the nation has a high school diploma.

However, as a region we do not compare favorably with the state or the nation with the attainment of a BA or higher degree. The regional average BA attainment level is 18.7% compared to the state average of 19.4% and the national average of 24.4%. Tippecanoe County leads the way with 33.2% of the population holding a BA or higher degree. The remainder of the county BA or higher degree rates range from a low of 10.1% both in Clinton and Fountain Counties to a high of 18.1% in Howard County. Looking at the BA or higher degree rate for all counties except Tippecanoe, the region has a 12.5% BA or higher degree rate, which is significantly below the state and national average.

Workforce Data Needs
- What workforce data is needed for the EGR related to workforce development and economic development? Provide suggestions for the collection and dissemination of this data.

Business intelligence for retention and expansion will be valuable data for understanding the economic health of the Region and strategic doing to bring innovative solutions to business. A skills bank will provide objective data on the state of the workforce in the Region. Our recommendation is the use of Executive Pulse BR&E software for business intelligence gathering. The Region is developing a Skills Bank of WorkKeys data for the Region.

Section 3 – Governance and Structure

The RWB must present a relationship chart that shows the interrelationships between the major entities in its workforce development system including the Chief Elected Official, the RWB, the Fiscal Agent, the Service Providers and the primary partners. It must also identify the primary committees, councils and workgroups that support the RWB including the purpose and short-term & long-term objectives for each entity.

See Attachment A.

Each WIA service provider for the EGR should be identified including the programs administered and the geographic area covered by the service provider. This must be presented in a matrix format.

See Attachment B.

Section 4 – Operational Plans

A description of the one-stop (WorkOne) delivery system must be described with an emphasis on how it will address the workforce needs of the area. Details on how it will address business needs and workforce skill shortages are essential.

The WorkOne delivery system will be strategically designed to be an integrated system that is demand driven, skills focused, and responsive to the needs of business and job seekers. Details are provided throughout the plan on how the needs of business and skills shortages are being addressed in Region IV.

WIA Service Plan
- What Adult, Dislocated Worker and Youth employment and training services are available in the EGR? This is not limited to services through the WorkOne system.

  In addition to the WIA and DWD services in Region IV, Community Service Block Grant, Community Development Block Grant, Vocational Rehabilitation, Adult Education and Literacy, Postsecondary Vocational Education, and Title V Older Worker resources are also available to assist adult, dislocated workers and youth in our Region.

- What is the availability (capacity) for each of those services?

  Capacity is dependent upon funding availability which is maximized through coordinated delivery.

- What services are available through the local WorkOne system? Provide a brief description of the services available with the eligibility criteria. Also include a matrix showing services by WorkOne centers and Express sites in the EGR.

The WorkOne System provides services immediately accessible through the Center funded through the provision of Workforce Investment Act Title I (Adult, Youth and Dislocated Worker); Wagner-Peyser Act; Unemployment Insurance; Veterans Employment and Disabled Veterans Outreach; and TAA.

Eligibility Criteria:

Wagner-Peyser – no eligibility requirements
Unemployment Insurance – State monetary and non-monetary eligibility requirement.
TAA – Certification approval under DOL
Veterans Program – Veteran status as defined by Title 38, Chapter 41 United States Code.
WIA Adult, Dislocated Worker, and Youth – as provided by Workforce Investment Act, State and locally defined eligibility requirements.

One-Stop System Express sites, which offer core, intensive and training services, will be accessible to residents in Montgomery, Fountain, Warren, Benton, White Carroll, Clinton, Cass, and Miami counties. The RWB plans to establish an Express site in Tipton County in 2007 with coordination of the WIA Service Provider.

See Attachment C.

- For each program year covered by this plan, how many clients will be served using WIA funding?

    The planned level of service for Program Year 2006 is 1258 clients.
    The planned level of service for Program Year 2007 is 1258 clients.

- How many WIA clients will be served in each tier of service (Core, Intensive and Training)?

    A core service will be provided to all clients served under WIA funding. Metrics have not been established under Intensive and Training Services.

    In addition to eligibility issues, case managers will need to determine the readiness of an individual for enrollment into WIA adult/dislocated worker intensive and training services. Once adults and dislocated workers have received at least one core service and a Case Manager determines that additional services are needed to secure self sufficient employment, these customers will

have access to intensive and training services in accordance with the WIA
mandates for moving an individual through tiers of service.

- What criteria does the RWB use for priority of adult intensive and training services
  when funds are limited? A description of the process for applying the priority of
  services should also be included.

  **The Regional Workforce Board will set criteria for priority of adult intensive
  and training services only when funds are limited. At such times Region IV
  WIA providers will utilize all State guidelines for eligibility as outlined in Policy
  2006-17 change 1 and will include only adults whose family income is at or below
  250% of the combined HHS poverty and DOL 70% lower living standard
  income levels.**

- What is the RWBs definition of self-sufficiency?

  **The Regional Workforce Board considers self-sufficiency income for adults and
  dislocated workers to be 250% of the combined HHS poverty and DOL 70%
  lower living standard income levels based on family size.**

- How will the WorkOne determine whether proposed employment leads to self-
  sufficiency?

  **Employment Counselors and Case Managers will refer to the Average Hourly
  Wages information contained in the most current EGR4 Occupations & Starting
  Wages Report to determine whether the proposed employment leads to self-
  sufficiency.**

- How does the RWB's individual training account (ITA) system operate? Include
  allowable exceptions to ITAs and how those exceptions are determined to be
  exceptions and how they are processed.

  **All Workforce Investment Act training customers are currently being served
  through the use of ITAs and ITA vouchers. Each trainee has actively
  participated with a Service Provider staff member in the development of an
  Individual Service Strategy (ISS). This plan is based upon the results of a
  comprehensive assessment and career counseling. The customer is informed of
  Demand and Growth Occupations for the area and is given access to the
  statewide Eligible Training Provider list along with more detailed information
  on those providers in which the customer is interested. The customer then
  selects the training provider as a part of his/her informed career choice.
  Exceptions to the locally recognized demand and growth occupations will be
  addressed by the Regional Operator with guidance provided by the RWB.**

Selection and addition of training providers to the statewide Eligible Training Provider (ETP) list is outlined in detail in State guidelines. Efforts are made by Service Provider staff to assist any interested training provider in applying for status as an ETP.

Funding sources are coordinated and specific costs are identified and assigned to WIA. WIA funds are reserved for the unmet need after a Pell Grant and other funding resources are identified and documented. Financial aid is coordinated to assist the customer in meeting the cost of training related expenses. Costs are outlined in the ISS and Training Funds Authorization (TFA). The ISS is approved and signed by the customer and the Service Provider staff. Eligible expenses may include tuition, fees, textbook, supply costs, transportation, uniforms, childcare and other training related materials. The informed customer then selects the training provider based on an individual career choice. The ISS initiates the ITA process. The customer receives a copy of the ISS.

Upon the approval of an ISS, a copy is provided to the management information system staff. The information is entered into a data-tracking file to document obligated funds. This document is considered to be a customer's ITA. Due to the highly individualized requirements and assets of customers seeking training, ITA funding amounts may vary from customer to customer. The duration of the ITA depends on the customer's goals, resources and training available.

After the initial ITA is established and the customer makes an informed decision, an ITA Voucher is written. This also serves as a training funds authorization between the eligible provider, the Service Provider, and the customer.

- How will the RWB/Regional Board insure quality services? Include plans and schedules for monitoring, plans and policies for corrective action and processes for the replacement of ineffective service providers.

  On behalf of the Region IV Workforce Board, TAP will conduct on-site financial and programmatic compliance monitoring once each year. In addition, monthly review of planned versus actual performance and expenditures are reviewed by the TAP management team. Regularly scheduled monthly meetings are held with both service providers to discuss the reports. The meetings allow for open dialogue from all parties to discuss progress as well as future plans for service delivery in the area. If operational problems continue the Service Provider will be notified in writing they have 30 days to correct the deficiencies.

- How will substandard or ineffective delivery of services by a service provider be determined?

  The monthly review of service delivery practices and performance outcomes allow the Regional Operator (RO) determine if a Service Provider (SP) is at risk

of meeting the established performance goals. The open dialogue between the RO and the SP creates an environment for the parties to work together to solve the problems.

Adult and Dislocated Worker Services
- What strategies are planned for the recruitment of adult clients?

The RWB understands the importance of community outreach activities and through Service Providers will work hard to promote the WorkOne system and its services to adults and dislocated workers. This will include the development and distribution of information pieces which can be made available to individuals at locations throughout the four-county region. These information pieces will help to promote WorkOne services and provide general information about job search services, training services, and other services offered through WIA. Additional printed pieces may also be used that would include items such as posters to leave in high traffic areas.

In addition to printed information pieces, Service Providers will also conduct community outreach through newspaper announcements and other similar venues to "get the word out" about workforce services such as scholarship opportunities, internship opportunities, job fairs, and other job placement opportunities. By getting the word about these specific services, the community (including both job seekers and employers) will receive a regular flow of information about actual services and activities offered through the WorkOne system.

A final strategy for conducting community outreach is to reach out directly to targeted and specific communities within the proposed four-county region. Within this effort, Service Providers will work with its partners to schedule breakfast or other kinds of meetings with targeted communities, including the faith based community, the social service agency community, the education community, local elected officials, local economic development organizations (LEDOs), and the employer community. Service Providers will also schedule ongoing sessions with these organizations to ensure a continued dialogue between the workforce system and significant parts of the community.

Plans for recruiting adults will be more specific. We will actively promote WIA services to adults throughout the region in five ways. First, every GED program and post-secondary training institution in the region will be sent information about planned WIA adult programs. Service Providers will either visit or station staff part of the time at post secondary training institutions in the region to ensure that they are aware of and can refer individuals to the WIA program. Second, local organizations will be provided with information about WIA programs and services. Organizations to play a key role in identifying WIA customers will be trustee offices, YMCAs and YWCAs, CAP agencies, Division of Family Resources (formally DFC),

housing programs, corrections agencies, faith-based organizations, and community based organizations in each county.

- How will referrals (to and from partners and community resources) be used to maximize the effectiveness of services?

  Service Providers have found many strategies for coordinating services with WorkOne staff. One of the primary strategies is to create teams of frontline staff to work together on improving one stop services. For instance, staff from Service Providers and DWD can work together to improve front door and reception activities, employer services, and resource room support. By working together to fashion solutions, these work teams help to create an environment where coordination becomes acceptable.

  In addition to this more general approach of working together to identify improvements in one stop activities, other approaches that will be used to coordinate services with DWD will include:

  - Working with veterans staff to identify dislocated workers who are veterans who would be appropriate for services under WIA;
  - Working with Trade Act staff to further define our referral relationship, ensuring that dislocated workers are referred at the appropriate time and for the appropriate services;
  - Working together to serve employers by coordinating employer visits, holding joint sessions with economic development organizations, and developing one stop materials that promote services to employers;
  - Working with UI staff to develop a process for identifying dislocated workers that are receiving UI benefits, but need additional assistance to secure employment;
  - Working with UI and Wagner-Peyser staff on rapid response activities, going on-site to locations of large layoffs to inform workers about available one stop services; and,
  - Working with Wagner-Peyser staff to expand offerings in the resource rooms.

There will be many additional opportunities for coordinating customer services with WorkOne and Community partner staff. These opportunities will be identified through management meetings, staff interactions, customer feedback, and other methods. In the end, efforts to coordinate services will enhance customer services (by reducing duplication and expanding services) and improve program results.

- Does the RWB have specific plans to address literacy and/or low educational attainment with the adult population? If so, describe.

    The RWB will ensure that regional WorkOne system service providers refer individuals whose WorkKeys assessment results fall below the levels required by the employers with whom they seek to work to WorkKeys instructional support sites within the region. The RWB and its predecessor WIBs have made KeyTrain software and WIN on-line instruction available to workers at various ABE service provider locations and WorkOne Express Site host agencies throughout EGR4 that assist workers in improving their foundational academic skills and educational attainment levels.

    The RWB will collaborate with ABE providers, LEDOs, and employers to develop Workplace Skills Initiative and Rural Development Fund proposals that provide resources for the educational advancement of the least educated members of the regional workforce. The RWB co-hosts bi-monthly meetings of the Regional Coordinating Council, a forum for all local ABE program directors.

- What specific plans are in place to increase program integration within the WorkOne and with other community resources?

    Under the direction of the Regional Operator a leadership team comprised of DWD local management, Job Works, Inc. management, and Community Action Program, Inc. of Western Indiana management is convening to build a System of increased program integration. The Service Integration plan currently under development is to establish a common customer flow with services based on a model that ensures all customers have the opportunity to identify their skills, a chance to improve their skills, and a chance to find the best job possible with their skills. This will be based upon a demand side model of finding quality workers for business. We will develop functional (not program) work teams to implement the service flow, reduce duplication, increase collaboration and use resources effectively. A unified functional management/guidance team comprised of local/state managers jointly funded will be implemented to further emphasize an integrated system organized around service functions and the traditional programs structure. Functional teams may be developed around Intake and Eligibility, Customer Solutions/Case Management, and Business Services functions.

    To integrate the WorkOne System with Community resources, monthly meetings are convened with partnership agencies such as postsecondary education, ABE, FSSA and DFR, Older Worker, and MSFW agencies to develop service partnerships for cross referrals, information sharing, joint projects, best practices and increased performance outcomes.

- How will the EGR coordinate rapid response activities with the workforce services for the area including coordination with statewide rapid response?

  The Local Rapid Response Coordinator works in concert with state Business Consultants and with the state Rapid Response Team. As dislocations become evident the "Team" meets with personnel from the affected companies management and labor force to establish a plan of service for the workers to be displaced. TAA petitions may be filed if indicated, and orientation sessions are scheduled with the laid-off workers.

- How will rapid response coordinate outreach to affected populations and coordinate orientation for those workers?

  Rapid Response teams consist of individuals from Unemployment Insurance, local WIA service providers, Wagner Peyser staff, business consultants, representatives from community based organizations and local rapid response coordinators. As dislocations occur the "Team" gathers printed information detailing local and state services, service provider information, and an orientation session is scheduled and delivered to the affected workforce providing detailed information about full array of services including access to WIA case management personnel.

- What are the active TAA petitions for the EGR including the petition number, petition date, the company name(s), the number of affected workers and the class of workers covered by the petition? Petitions filed and pending federal review should also be listed.

  Active TAA petitions in EGR 4 include the following:

1. 57506	8-4-05	VisKase Corporation	300 production
2. 56594	3-16-05	DuPont Photomasks	140 production
3. 58751	3-1-06	Gerber Plumbing	209 production
4. 58726	3-17-06	Nelson Acquisition	55 production
5. 59079	4-6-06	Warren Industries	63 production
6. 60025	9-29-06	Modine Manufacturing	125 production

- How are services for TAA participants coordinated with other services offered through the WorkOne?

  TAA participants are assigned to either a WIA case manager or to the local TAA Coordinator who are physically located in the WorkOne offices. Participants are scheduled for workshops (Resume, Skill Identification, Interview Skill Development, Career Exploration, and Job Club), offered by WorkOne and/or service provider staff. Participants are registered for work in CS3 and file

Unemployment Insurance claims. Job Retraining activities are coordinated between Wagner Peyser TAA Coordinators and WIA case managers. If additional referrals are necessary then the appropriate staff member coordinates with partner agencies to ensure participants receive all necessary services.

▪ What actual major dislocations (50 or more workers) exist for the area or are projected for the time period covered by this plan? Provide the company's name (optional if projected), the number of affected workers and the class of workers covered by the dislocation. These projections must be based on solid information if employers are identified.

1. Mega Brands DBA Warren Industries	50	Production and Warehouse
2. Pitney Bowes DBA MailCode	61	Salaried and Production
3. Saputo Cheese	72	Salaried and Production
4. Raybestos Corporation	300	Production
5. Nelson Tube	55	Production
6. Daimler Chrysler	500	Production
7. Alcoa	60	Production
8. Carustar DBA Lafayette Paper Board	71	Salaried and Production
9. Emerson Appliance Controls	65	Production

▪ How are services for these dislocated workers coordinated with other services offered through the WorkOne?

All dislocated workers are presented with information regarding full array of services during an orientation session. Dislocated workers are introduced to WIA Case Managers, Wagner Peyser staff, and WorkOne partners. All dislocated WIA services are coordinated through service provider case managers and/or TAA Coordinators who assist with any necessary referrals to partner organizations.

Youth Services
▪ What percentage of the Youth allocation will be spent on in-school youth and what percent will be spent on out-of-school youth?

It is planned that 50% of the funding will be expended on Out of School Youth and 50% of the funding will be expended on In School Youth services.

▪ What recruitment strategies will be used for out-of-school youth? Historically, the number of out-of-school youth enrolled in the program has been low.

Service Providers will use many of these same approaches that we use for adult recruitment to recruit older youth for the WIA youth programs. In addition to

these approaches, however, we will employ the following additional strategies to identify and recruit youth customers:

- Service Providers, Community Action Program, Inc. of Western Indiana and JobWorks, Inc., already have excellent relationships with area high schools; however, they will revisit high schools in Region IV to meet with school staff (including guidance counselors) and encourage them to refer youth that are dropping out for WIA programs and services;
- Service Providers will work with juvenile corrections agencies in the 12-county region to promote youth services to the youth that are part of this system;
- Service Providers will network with local youth serving agencies (such as YMCAs) to ensure that their staff can refer appropriate youth for WIA services; and,
- Service Providers will work with area alternative schools, GED programs, and tutoring organizations to identify youth that are not connected to a high school program, in the hopes of being able to provide WIA services to reconnect them.

- What strategies will be used to keep out-of-school youth active in the program?

  The RWB understands that consistent and regular engagement between out-of-school youth and staff is critical to keeping these young adults active in WIA programs. The RWB through Service Providers will provide developed programs to keep them engaged based on the following:

  - Programs will be designed so these young adults *experience success* in a relatively short period of time.

  - *Incentives* will be utilized as a recognized and effective best practice to keep these youth engaged and involved so continual progress is made towards attaining their career goal.

  - Paid *internship programs* will be developed when appropriate to provide these out-of-school youth with immediate rewards and valuable work and learning experiences while they pursue their career goal which may require a more lengthy involvement with the program.

  - WIA service providers will actively promote *scholarship programs* for out-of school youth to ensure their access to post secondary training opportunities. These scholarship programs will enable low income out-of-school youth to attend college or advanced training.

- How will the service providers coordinate with secondary schools and adult basic education programs to identify youth and to coordinate services?

Service Providers will work with area alternative schools, GED programs, and tutoring organizations to identify youth that are not connected to a high school program, in the hopes of being able to provide WIA services to reconnect them.

Service Providers, Community Action Program, Inc. of Western Indiana and JobWorks, Inc., already have excellent relationships with area high schools; however, they will revisit high schools in Region IV to meet with school staff (including guidance counselors) and encourage them to refer youth that are dropping out for WIA programs and services.

Consistent with RWB's philosophy on partnering, community partners will be involved in delivering sessions which will include: (1) career decision-making, (2) career assessments, (3) visits to several post-secondary campuses, (4) sessions that assist youth and their parents with the completion of financial aid forms (FAFSA), (4) computer classes addressing word processing, spreadsheet applications, and advanced Internet applications (all required skills in a post secondary program), (5) SAT preparation classes (including the administration of an actual practice SAT test), (6) sessions on the topics of study skills and note taking, (7) a session for youth and their families on the subject of scholarships, their availability, and strategies for obtaining them, and (8) other college preparatory activities. The RWB through its Service Providers plans to continue working with secondary schools and adult education providers to offer this program each year.

- Provide the local definition of "deficient in basic literacy skills."

Youth will be defined as deficient in basic literacy skills when the individual computes or solves problems or reads English at or below grade level 8.9 as documented by Section II (Reading Comprehension) and Section III (Mathematics Computation) of the Test of Adult Basic Education (TABE), or writes below the functional English literacy level as documented by the Instructional Writing Sample measure developed by the Lafayette Adult Resource Academy (LARA), or speaks below the functional English literacy level as documented by the Oral Test Script adapted from the Comprehensive Adult Student Assessment System (CASAS) by LARA.

In-school youth may also be determined deficient in basic literacy skills when the individual has been determined by his or her school to be at least one year behind the average academic progress of his or her class, or has taken and failed to pass the minimum proficiency exam required to graduate in Indiana.

- Provide the local definition of "requires additional assistance to complete an educational program, or to secure and hold employment."

The Region IV Workforce Board defines individuals who "require additional assistance to complete an educational program or to secure and hold employment" as those who fall within at least one of the following categories:

1. Has one or more disabilities, including learning disabilities, or
2. Is a member of a family receiving public assistance, or
3. Is in need of additional education or training to qualify for a job in a demand and growth occupation, or
4. Has neither the work experience nor the credential required for the occupation in which training will be provided, or
5. Has less than on year of uninterrupted employment.

- Provide the local barrier that permits youth who are not low-income to receive youth services.

  The RWB's local barrier is: "requires additional assistance to complete an educational program or to secure and hold employment". One of the following categories must be met in order to qualify under this barrier:

  1. Is a member of a family receiving public assistance, or
  2. Is in need of additional education or training to qualify for a job in a demand and growth occupation, or
  3. Has neither the work experience nor the credential required for the occupation in which training will be provided, or
  4. Has less that one year of uninterrupted employment.

Pilot Projects
- What unique or pilot projects are being run by the RWB or WorkOne system in your EGR? This may include current or planned projects.

  Current and planned projects include:

  The Region IV Workforce Board operates a Regional Employment and Assessment Center for Hiring Project (REACH Center) in Lafayette.

  Regional Business Consultants

  Regional Business Retention and Expansion Technology

- What is the scope of the unique/pilot projects, the benefits, the expected outcomes, the evaluation methodology, the amount and source of the budget? As appropriate, provide a synopsis of the level of success for the project.

  The REACH Center was established to improve the match between employers' needs and workers skills in order to grow and support regional business

attraction, expansion and retention and to broker the Region's high skilled workforce. The Center is focused on the redesign of business services by providing tailored quality products to employers. The services include customized recruitment, regional labor market information, business training opportunities, employment verification, business seminars, grant funding information, marketing, background checks, reference checking, drug testing, customized screening services and additional innovative solutions as determined by the business community through business intelligence gathering.

The Regional Business Consultants will gather and analyze business intelligence across Region IV for strategic planning and the design of industry driven initiatives. Regional Business Consultants will work to align the Workforce Development System to the needs of business to strengthen the Industry Clusters identified in the Strategic Skills Initiative, by supplying a high quality workforce to Regional employers.

The Scope of the Business Retention and Expansion technology is to develop a Regional business information system to gather, organize, analyze and report aggregate business information for insight into the dynamics of the Regional economy and to proactively respond to current and future needs of the business community for robust retention and expansion.

- Are there pilot projects that the RWB would like to operate? Please list.

  The Region IV Workforce Board anticipates duplicating the REACH Center in Kokomo.

Section 5 – Signature Page
The Chief Elected Official, the RWB Chair and the RWB Director must all sign and date the signature page.
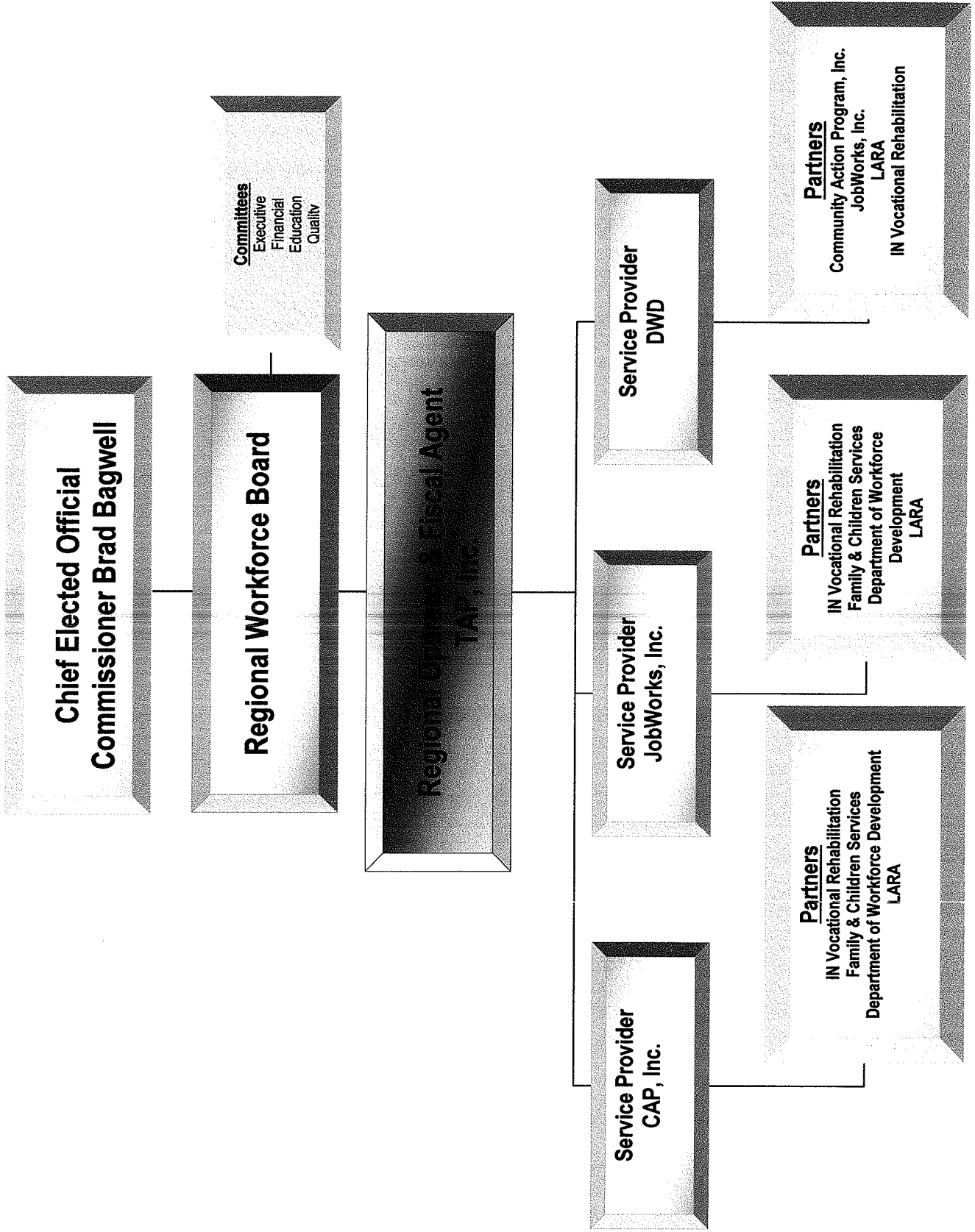
The signature page is incorporated and made a part of this document.

Public Comment Summary
This is optional for RWBs. The Balance of State WIB will secure public comment to meet USDOL requirements.

No comments are included.

Region IV WorkOne System

**Chief Elected Official
Commissioner Brad Bagwell**

Regional Workforce Board

Committees
Executive
Financial
Education
Quality

**Regional Operator & Fiscal Agent
TAP, Inc.**

**Service Provider
CAP, Inc.**

**Service Provider
JobWorks, Inc.**

**Service Provider
DWD**

Partners
IN Vocational Rehabilitation
Family & Children Services
Department of Workforce Development
LARA

Partners
IN Vocational Rehabilitation
Family & Children Services
Department of Workforce Development
LARA

Partners
Community Action Program, Inc.
JobWorks, Inc.
LARA
IN Vocational Rehabilitation

Region IV Service Providers

JobWorks, Inc.
Cass, Howard, Miami, & Tipton Counties

Employment & Training Services
WIA
Veteran's
IMPACT

Community Action Program, Inc. of Western IN
Benton, Carroll, Clinton, Fountain, Montgomery, Tippecanoe, Warren, & White Counties

Employment & Training Services
WIA
IMPACT

Region IV WorkOne

WorkOne Lafayette
Full Access
WIA/WP/UI/TAA/VETS

Express Sites
Access – WIA/WP/UI

Lafayette Adult Resource Academy
Wabash Center - Lafayette
Williamsport Learning Center - West Lebanon
CAP, Inc. - Monticello
CAP, Inc. - Crawfordsville
CAP, Inc. - Covington
Carroll Co Div. of Family & Children - Delphi
ASI, Inc. - Frankfort

WorkOne Kokomo
Full Access
WIA/WP/UI/TAA/VETS/MSFW

Express Sites
Access – WIA/WP/UI

JobWorks, Inc. - Peru
JobWorks, Inc. - Logansport

Demand & Growth Occupations

Economic Growth Region IV

Includes: Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami, Montgomery, Tippecanoe, Tipton, Warren, & White Counties.

- Registered Nurses
- Respiratory, Occupational, Physical Therapists
- Health Technologists & Technicians
- Clinical Lab Technologists & Technicians
- Dental Hygienists
- Health Record Technologists & Technicians
- Radiologic Technologists & Technicians
- Licensed Practical Nurses
- Veterinary Technicians
- Engineering Technologists & Technicians
- Electrical & Electronic technologists & Technicians
- Industrial Technologists & Technicians
- Mechanical Technologists & Technicians
- Drafting (Design Technology) Occupations
- Biological Technologists & Technicians
- Chemical Technologists & Technicians
- Computer Programmers
- Business Programmers
- Numerical, tool & Process Control Programmers
- Computer & Peripheral Equipment Operators
- General Office Occupations
- Financial Record Processing Occupations
- Security Guards & Personnel
- Supervisors, Food & Beverage Preparation & Service
- Commercial Drivers
- Dental Assistants

- Health Aids (except Nursing)
- Nursing Aides, Orderlies & Attendants
- Child Care Workers (except Private Household)
- Vehicle & Mobile Equipment Mechanics & Repairers
- Automobile Mechanics
- Bus & Truck Engine & Diesel Mechanics
- Industrial Machinery Repairers & Machinery Maintenance
- Electrical & Electronic Equipment Repairers
- Heating , Air conditioning & Refrigeration Mechanics
- Office Machine Repairers
- Millwrights
- Supervisor, Construction
- Precision Metal Workers
- Tool & Die Makers
- Machinists
- Precision Electrical & Electronic Equipment Assemblers
- Supervisors, Production Occupations
- Metal Working & Plastic Working Machine Setup Operators
- Numerical Control Machine Setup Operators
- Metal Fabrication Machine Setup Operators
- Metal/Plastic Processing Machine Setup Operators
- Machine Operators & Tenders
- Welders & Solderers
- Assemblers & Fabricators

Ask an Employment & Training Counselor for more information.

SIGNATURE PAGE

Region IV Workforce Board

Chief Elected Official

_____   2/9/07
Brad Bagwell, Howard County Commissioner   Date

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Regional Workforce Board

_____   2/9/07
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Regional Workforce Board Director

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Roger L. Feldhaus, Executive Director   Date

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